

is the agent of British responsibility for some  
 sixty millions  
 of people, infinitely various in race, colour,  
 religion, and  
 successive stages in civilisation, scattered over the  
 whole earth  
 They appear before him mainly in the form of  
 papers, but  
 these papers require to be translated into  
 terms of human  
 beings, by a process that demands  
 imagination, sympathy,  
 and an understanding of conditions not easy  
 to realise in  
 the atmosphere of Whitehall

Neither temperament nor training in his  
 case, were of a  
 kind to make this "translation" process easy,  
 and he could  
 not be expected, at seventy, to change. He  
 had an actual  
 acquaintance with our "Colonial Empire" as  
 extensive as  
 most Colonial Secretaries have had, but he  
 has not a very  
 large measure of natural sympathy with  
 what he calls,  
 characteristically, the "non-adult" mind.  
 His own is,  
 pre-eminently, an adult mind. If people, at  
 times, have  
 thought him brusque, it is because he credits  
 them with an  
 understanding as rapid and a knowledge as  
 full, as his own,  
 and so does not bother to explain. Anyone  
 who asks him  
 to explain, will find him do so, with infinite  
 patience. But  
 he has to be asked to do it. His mind,  
 again, is not only  
 adult—it is institutional, and, between the  
 institutional  
 mind and the African native or the fanatical  
 Jew or Arab,  
 there is little enough to come and go upon.  
 So, while  
 extraordinarily effective, from one point of view,  
 in handling  
 papers or in dealing with business matters—  
 conscientious,  
 immensely diligent, swift to grasp essential

points, impatient  
with irrelevancies, easily master of details,  
and quickly  
capable of setting them in proper perspective,  
he was less  
effective in seizing the intangible and  
unfamiliar human  
element underlying them He has never been  
what is called  
"good at people " He examined every  
Colonial problem  
by standards of high intelligence and fair  
dealing, and dealt  
with it shrewdly, and, in most cases, very  
successfully, but,  
where human emotions and reactions were  
involved, he